

Implementation Matrix

Two critical aspects of any comprehensive plan are how the plan will be implemented and how that implementation will be monitored. Additionally, because of the value placed on public participation in Asheville, how the public is involved in plan implementation is also of critical importance.

To facilitate successful plan implementation, the following “Implementation Matrix” has been produced. Each goal and strategy has been assigned to the appropriate City department or departments, with the lead department indicated in bold type. In addition to assignment of the goals and strategies, the matrix also provides the projected timeframe for implementation and the types of public participation that might be utilized in implementation efforts. Frequently multiple forms of public participation are indicated, but in some cases, the goal or strategy is best implemented through unilateral staff action, in which instance the public participation process is described as “Administrative.”

This implementation matrix provides a good basis for both departmental work program development and simple monitoring of the

success of plan implementation. It also lets the public know the proposed timeline for implementation as well as the opportunities that they will have to participate in implementing the plan.

AFFORDABLE HOUSING			
GOAL/STRATEGY	LEAD PARTY/PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Goal I. Continue to implement the goals and strategies of the Consolidated Housing and Community Development Plan 2000-2005 and its updates.	Planning and Development	Ongoing	Various
Goal II. Continue to fund the City of Asheville Affordable Housing Trust Fund and work toward the establishment of a countywide affordable housing trust fund.	Planning and Development	Ongoing	Public/private teams to develop review within and rank projects; public hearings
Goal III. Work toward obtaining statutory authority to implement inclusionary zoning practices in the local regulatory process and more effectively use existing zoning tools to implement measures designed to increase both the supply of affordable housing and the compatibility of such housing with existing neighborhoods and the community development pattern.	Planning and Development Legal	Ongoing	Focus groups; public hearings
Strategy 1. Pursue, individually or in concert with other local governments, legislative authority to implement inclusionary zoning regulatory tools at the local level.	Planning and Development Legal	Annually (as needed)	Formal request to legislative delegation; lobbying
Strategy 2. Develop and implement changes to existing regulations to provide incentives for the construction of affordable housing and insure that these incentives are effective, equitable and certain.	Planning and Development	Ongoing	Focus groups; public hearings
Strategy 3. Insure that zoning incentives for the construction of affordable housing are balanced by careful attention to good design and neighborhood compatibility.	Planning and Development	Ongoing	Focus groups; public hearings

AFFORDABLE HOUSING			
GOAL/STRATEGY	LEAD PARTY/PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 4. Continue to provide permit and tap fee rebates for affordable housing and regularly evaluate the effectiveness of such.	Planning and Development Building Safety Water Resources Metropolitan Sewage District	Ongoing	Public hearings
Goal IV. Insure that affordable housing programs and projects are consistent with Smart Growth and Sustainable Economic Development objectives and policies.	Planning and Development	Ongoing	Various
Strategy 1. Review every City-assisted affordable housing program and project for consistency with City of Asheville Smart Growth policies.	Planning and Development	Ongoing	Administrative
Strategy 2. Review and evaluate updates to the Consolidated Plan with regard to Smart Growth and Sustainable Economic Development objectives and policies.	Planning and Development	Ongoing	Focus groups; public forums; public hearings
Goal V. Address the affordable housing problem in a coordinated and comprehensive fashion by allocating available resources to address both the supply and demand sides of the affordable housing issue, as well as promoting public education about the extent of the problem.	Planning and Development	Ongoing	Focus groups; public forums; public hearings
Strategy 1. Advocate for and support efforts to increase earnings in the region to a level where Fair Market Rents are affordable to all working people.	Economic Development Office Planning and Development	Ongoing	Various
Strategy 2. Identify and support regional efforts to increase the supply of affordable housing, including employer-provided programs.	Planning and Development	Ongoing	Various
Strategy 3. Provide financial and organizational support for non-profit housing developers and financial support for affordable housing produced by for-profit developers.	Planning and Development	Ongoing	Focus groups; public forums; public hearings

AFFORDABLE HOUSING			
GOAL/STRATEGY	LEAD PARTY/PARTIES	TIMELINE	PUBLIC PARTICIPATION
Strategy 3. Provide financial and organizational support for non-profit housing developers and financial support for affordable housing produced by for-profit developers.	Planning and Development	Ongoing	Focus groups; public forums; public hearings
Strategy 4. Develop and implement a public education program targeted at improving public awareness of the extent of the affordable housing problem and addressing neighborhood compatibility concerns.	Planning and Development	2004; thereafter, ongoing	Focus groups; public forums; community meetings
Goal VI. Continue to implement and support the City's Housing Code program as a means of insuring continued good maintenance and safety of the City's housing stock, including affordable housing.	Building Safety	Ongoing	Administrative

DEVELOPMENT TOOLS			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Annexation, Joint Planning Area and Extraterritorial Jurisdiction			
Goal I. Continue to use the urban development tools of annexation and extraterritorial jurisdiction in providing for the orderly growth of the City.	Planning and Development	Ongoing	Community and neighborhood meetings; public hearings
Strategy 1. Promote voluntary annexation of developing and developed areas by offering high quality urban services and upgrading these services as needed as the City's boundaries grow.	Planning and Development	Ongoing	Administrative
Strategy 2. Continue to regularly pursue annexation of areas developed at urban density levels on the periphery of the City.	Planning and Development	Ongoing	Community and neighborhood meetings; public hearings
Strategy 3. Utilize and maintain the resolution of consideration alternative as a public awareness and annexation facilitation tool.	Planning and Development	Ongoing	Administrative
Strategy 4. Continue to maintain and consider expanding the City's extraterritorial jurisdiction consistent with the orderly development goals of the City.	Planning and Development	Ongoing	Public hearings
Strategy 5. Consider expanding the range of services offered in the extraterritorial jurisdiction to the full range of zoning, subdivision, building permitting and inspection, nuisance abatement, and economic development services offered to City residents.	Planning and Development	Evaluate annually	Public hearings

DEVELOPMENT TOOLS			
Green Building			
Goal I. Develop an incentive-based green building program incorporating the LEED system.	Building Safety Planning and Development	Ongoing	Various
Strategy 1. Promote public education about the benefits of green building through such activities as: * Educate architects, contractors, builders, and the general public about environmental impacts of buildings and how these impacts can be minimized. * Develop a program to promote green building through formal recognition of projects that are environmentally friendly. * Integrate information about green building concepts into the City's Website. * Develop a brochure outlining green building practices.	Building Safety Planning and Development	2004 and continuing	Various
Strategy 2. Educate City inspection and plan review staff about the benefits of green building; provide training intended to make them "ambassadors" of the green building program.	Building Safety Planning and Development	2004 and continuing	Administrative
Strategy 3. Eliminate disincentives for the use of green building techniques and materials in City codes and development review practices.	Building Safety Planning and Development	Ongoing	Focus groups; public forums; public hearings
Strategy 4. Promote green building concepts through the use of Smart Growth planning practices, including infill and adaptive reuse, mixed-use development, and transportation system design that incorporates roundabouts.	Planning and Development	Ongoing	Focus groups; public forums; public hearings

DEVELOPMENT TOOLS			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Historic Preservation			
Goal I. Identify, evaluate, document, and promote Asheville's prehistoric and historic resources.	Planning and Development	Ongoing	Various
Strategy 1. Perform a comprehensive survey to locate buildings, sites, structures, districts, and objects significant to the prehistory and history of Asheville and to continue to seek funding for such surveys.	Planning and Development	Ongoing	Administrative
Strategy 2. Develop and reflect documented historic resource data on maps and documents maintained by the Planning and Development to promote responsiveness to patron requests, public education, and efficiency in reviewing development applications.	Planning and Development	Ongoing	Administrative
Strategy 3. Establish and expand educational and public outreach programs such as staff-supervised volunteer-internship within the Historic Resources Commission, providing brochures, lectures, exhibits, etc., regarding historic resources, preservation programs and organizations, thereby promoting preservation and tourism and seek funding sources to support such programs.	Planning and Development	Ongoing	Focus groups; community and neighborhood meetings; public forums
Strategy 4. Seek to establish, maintain, and strengthen preservation partnerships with municipal agencies and local institutions for implementing preservation objectives.	Planning and Development	Ongoing	Administrative

DEVELOPMENT TOOLS			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Goal II. Continue efforts involving the preservation, enhancement and management of change within local historic districts and properties and the continuing education towards the preservation of historic resources in the City of Asheville.	Planning and Development	Ongoing	Various
Strategy 1. Encourage the preservation of prehistoric and historic resources by providing incentives for preservation through such programs as the Griffin Awards program, which recognize outstanding preservation efforts.	Planning and Development	Ongoing	Various
Strategy 2. Encourage citizen awareness and participation in efforts to rehabilitate historic neighborhoods and structures and inspire interest in local historic preservation by providing technical assistance to citizens in appropriate preservation techniques.	Planning and Development	Ongoing	Various
Strategy 3. Support the expansion of the Preservation Society of Asheville and Buncombe County and the Historic Resources Commission's celebration of the National Preservation Week, known locally as "Heritage Week".	Planning and Development	Ongoing	Various
Strategy 4. Encourage the City and County school systems to further develop historic preservation programming.	Planning and Development	Ongoing	Various
Strategy 5. Promote revolving funds and other preservation techniques for continued assistance to endangered properties throughout the community.	Planning and Development	Ongoing	Various

DEVELOPMENT TOOLS			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Goal III. Encourage neighborhood livability and protect property values through the restoration and rehabilitation of existing and future historic districts consistent with the Smart Growth initiatives.	Planning and Development	Ongoing	Various
Strategy 1. Promote the adaptive reuse of the City's valuable commercial and residential historic resources.	Planning and Development	Ongoing	Various
Strategy 2. Encourage the establishment of a low-interest loan program through private sources for rehabilitation assistance to local property owners in designated local historic districts.	Planning and Development	2004-2005; ongoing	Focus groups; administrative
Strategy 3. Recognize and develop the historic component of Asheville's tourist economy through coordination with the Asheville-Buncombe Tourism Development Authority.	Planning and Development	Ongoing	Administrative
Open Space, Forest and Wildlife Habitat Protection			
Goal I. Protect scenic views and vistas and mountain ridges.	Planning and Development	Ongoing	Administrative; focus groups; design charette; public hearings
Strategy 1. Continue to enforce existing ordinances that address building height, billboard control, and cell towers.	Planning and Development	Ongoing	Administrative
Strategy 2. Enhance protection of the Blue Ridge Parkway viewshed.	Planning and Development	2005	Focus groups; design charette; public hearing
Strategy 3. Continue to protect steep slopes through enhancement of the hillside development regulations and technical standards for development on steep slopes.	Planning and Development	2003-2004	Focus groups; design charette; public hearing

DEVELOPMENT TOOLS			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 4. Develop specific regulations addressing ridgetop development and land clearing to preserve scenic views and vistas.	Planning and Development	2003-2004	Focus groups; design charette; public hearings
Goal II. Promote environmental education and awareness.	Planning and Development	Ongoing	Various
Strategy 1. Work with other agencies and organizations to improve environmental awareness.	Planning and Development	Ongoing	Various
Strategy 2. Develop a brochure to educate public on best management practices.	Planning and Development	2005	Administrative; focus groups
Strategy 3. Continue efforts to develop a demonstration garden, showcasing species suitable for use in this area.	Public Works Planning and Development	2004	Administrative; public forums
Strategy 4. Produce a landscape guide for developers, with emphasis on use of native plants, eradication of invasive species and proper planting and maintenance techniques.	Public Works Planning and Development	2005	Administrative; public forums
Strategy 5. Develop appropriate regulations to promote the use of native vegetation and prohibit the use of deleterious exotic species.	Planning and Development	2003-2004	Administrative; focus groups; public hearings
Goal III. Identify areas of unique natural heritage, primary scenic vistas, potential wildlife corridors, and areas of critical environmental sensitivity; develop programs for the conservation of these areas.	Planning and Development	Ongoing	Various
Strategy 1. Create a comprehensive conservation map for the City and its extraterritorial jurisdiction.	Planning and Development	2004-2005	Administrative
Strategy 2. Coordinate open space conservation plans with Recreation and Greenway Master Plans.	Planning and Development	Ongoing	Administrative

DEVELOPMENT TOOLS			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 3. Develop and continue to enhance existing regulations that require development clustering and preservation of open space.	Planning and Development	Ongoing	Focus groups; design charettes; public hearings
Strategy 4. Pursue statutory authority for transfer development rights to provide opportunities for flexible conservation of critical areas while respecting private property rights.	Planning and Development Legal Department	Annually (as needed)	Formal request to legislative delegation; lobbying
Strategy 5. Develop requirements for wildlife habitat protection or relocation when large tracts of undeveloped land are proposed for development.	Planning and Development	2004	Focus groups; public hearings
Strategy 6. Develop a fee-in-lieu-of program for the preservation of open space.	Planning and Development	2004	Public forums; public hearings
Strategy 7. Continue to work with conservation organizations to identify and preserve important natural resources.	Planning and Development	Ongoing	Administrative
Strategy 8. Enhance the existing density bonus provision for preservation of key environmental features.	Planning and Development	2003	Focus groups; public hearings

PUBLIC PARTICIPATION AND INTERGOVERNMENTAL COORDINATION			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Goal I. To insure that the appropriate public participation process is selected so as to result in the most effective communication and to insure the receipt of public input.	City Manager Legal Planning and Development	Ongoing	Various
Strategy 1. Evaluate the effectiveness of the following public hearing processes and make adjustments as needed to improve public participation: * Zoning and Conditional Use Permit Hearings * Technical Review Committee Hearings * Board of Adjustment Appeals	Planning and Development Legal	2003-2004	Focus groups; public hearings
Strategy 2. Examine the development review process for opportunities to more effectively engage the public earlier in the initial project concept development. * Evaluate the effectiveness of pre-application meetings between developers and affected neighborhoods as provided in current City ordinances. * Consider whether mandatory pre-application meetings should be required and, if so, whether they should be facilitated by City staff or by professional mediators/facilitators. * Develop better methods of public notification.	Planning and Development	2003-2004	Focus groups; public hearings
Strategy 3. Continue to effectively implement and promote the Community Oriented Government program.	City Manager	Ongoing	Community oriented government process

PUBLIC PARTICIPATION AND INTERGOVERNMENTAL COORDINATION			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Goal II. Continue to promote and facilitate effective and efficient intergovernmental coordination.	All Departments	Ongoing	Various
Goal III. Use technology more effectively in alerting the public to issues of importance.	Public Information Office Planning and Development	Ongoing	Media
Strategy 1. Explore better use of the City web page and government access (Channel 20). Communicate information about development activities and other related items of public interest.	Public Information Office Planning and Development	Ongoing	Media
Strategy 2. Examine the use of other media in getting information to the public.	Public Information Office	Ongoing	Media

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Land Use			
Goal I. The City should pursue compatible adaptive reuse and infill development in order to actively promote appropriate development and redevelopment within the City and its ETJ.	Planning and Development Economic Development Office	Ongoing	Various
Strategy 1. The City, in order to preserve architectural diversity and to protect neighborhood viability, should promote adaptive reuse of vacant or underutilized structures, while ensuring that neighborhood compatibility and public safety goals are met.	Planning and Development	Ongoing	Various
Strategy 2. The City should actively promote infill development through property owner education and market-based regulatory solutions in order to address the tax equity, tax base enhancement, and Smart Growth development goals of the City.	Planning and Development	Ongoing	Various
Strategy 3. The City should continue to use flexible development standards to enable infill lots to meet development standards. These standards should be revised as necessary to address the development of infill lots.	Planning and Development	Ongoing	Various
Strategy 4. The City should amend development standards to permit/require more intense mixed-use development at underdeveloped commercial nodes where excess public facilities exist.	Planning and Development	2003-2005	Focus groups; public hearings

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 5. The City's economic development incentive program should be reviewed to determine if incentives can be offered for infill development along commercial corridors and at commercial nodes identified as key areas for infill development.	Economic Development Planning and Development	2004	Focus groups; public hearings
Strategy 6. Through the City's Economic Development office, identify and market brownfield sites, giving preference to the development of these sites.	Economic Development Office	Ongoing	Administrative
Strategy 7. Permit lots as originally platted to be developed provided they meet access requirements and the development would be in harmony with the character of the neighborhood.	Planning and Development	2004-2005	Focus groups; public hearings
Strategy 8. Provide incentives for the development of infill lots. These incentives could include a waiver or reductions of permit fees, elimination of excessive requirements, and expedited review.	Planning and Development	2004-2005	Focus groups; public forums; public hearings
Strategy 9. Identify infill opportunities and make this information available to interested developers. The information could include identification of properties available for infill, incentives for development of these properties, and development/design standards.	Economic Development Planning and Development	2004 and ongoing	Administrative

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 10. Provide assistance and incentives for compatible redevelopment in older neighborhoods. The assistance and incentives could include waiver of permit fees, improvement of infrastructure and/or amenities, and making surplus City-owned land available for development.	Planning and Development	2004 and ongoing	Administrative
Strategy 11. Permit more intense development in some areas. Areas identified for more intense development could include transit nodes, underdeveloped areas where excess public facilities exist, areas proximate to the Central Business District and targeted infill areas. Development should be in accordance with infill design standards tailored to single family and multi-family residential, mixed-use, commercial, and industrial areas.	Planning and Development	2003 and ongoing	Focus groups; public forums; public hearings
Strategy 12. Provide density bonuses as a stimulus for infill development. Density bonuses should be provided for work force affordable housing, targeted infill areas, areas where excess public facilities exist, and brownfield sites. Development should be in accordance with design standards tailored for the areas.	Planning and Development	2003-2004	Focus groups; public forums; public hearings
Strategy 13. Promote the advantages of infill development to developers and neighborhood groups. This can be done through presentations at regular meetings of these groups and at special workshops.	Planning and Development	Ongoing	Focus groups; public forums; community and neighborhood meetings

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 14. Working with other City departments, develop plans and policies for the enhancement and strengthening of existing neighborhoods. These plans and policies should address infrastructure improvements, amenities (parks, streetlights, landscaping, etc.), crime prevention, litter control, and code enforcement, as well as seeking ways to protect these neighborhoods from inappropriate non-residential encroachment. Six neighborhoods specifically identified for this planning effort are Shiloh, Montford, Burton Street, the east River Road area and East End.	Planning and Development	Shiloh and Montford 2004 Mission St. Joseph's Area and Burton Street 2005 East River Road and East End 2006	Focus groups; public forums; community and neighborhood meetings; design charrettes
Strategy 15. The City should permit duplexes and other low intensity multifamily dwellings meeting design and separation requirements as a use by right subject to special requirements in single family zoning districts.	Planning and Development	2003-2004	Focus groups; public forum; public hearings
Strategy 16. Appropriately scaled non-residential uses that serve residents of neighborhoods should be permitted in appropriate locations.	Planning and Development	Ongoing	Community and neighborhood meetings; public hearings; public forums; design charettes
Strategy 17. The City should have an aggressive program for the demolition of deteriorated and condemned structures in order to make land available for infill development.	Building Safety Planning and Development	Ongoing	Administrative
Strategy 18. Enhance land use compatibility within specific neighborhoods by such methods as creation of large lot or rural zoning districts, neighborhood conservation overlay zones, and similar measures.	Planning and Development	2003-2005	Focus groups; community and neighborhood meetings; public forums; design charrettes; public meetings

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 19. Work with neighborhood groups to identify nuisance concerns and develop strategies to address these concerns on a priority basis.	Planning and Development Police Public Works	Ongoing	Focus groups; community and neighborhood meetings; public forums; public meetings; community oriented government neighborhood tours
Strategy 20. Identify infill lots suitable for community gardens and similar open space uses.	Planning and Development Parks & Recreation Public Works	2004-2006	Community and neighborhood meetings.
Goal II. Implement a new urbanist development pattern along selected commercial corridors and in infill areas where appropriate.	Planning and Development	Ongoing	Various
Strategy 1. Develop new zoning districts and development template requirements necessary to implement a new urbanist development pattern; apply these districts and development templates to selected commercial corridors.	Planning and Development	Ongoing	Focus groups; public forums; design charettes; public hearings
Strategy 2. Develop a new zoning district or zoning technique that will allow infill development to take advantage of new urbanist development principles where appropriate.	Planning and Development	2003-2004	Focus groups; public hearings
Strategy 3. Promote wider use of the Urban Village zoning district by identifying sites where it may be appropriate and directing developer interest to those sites.	Planning and Development	Ongoing	Administrative
Strategy 4. Continue to look for opportunities to expand the boundaries of the Central Business District to areas appropriate for that type of development.	Planning and Development	Ongoing	Focus groups; public forums; public hearings

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Goal III. The City should permit and encourage transit supportive density (8-16 units per acre minimum) along and adjacent to major corridors and at logical transit nodes.	Planning and Development Transit	Ongoing	Focus groups; public forums; public hearings
Strategy 1. Consider the development of a flexible zone that would permit higher density at appropriate locations within a five minute walk of transit stops. The higher density development should be in accordance with design standards tailored for these areas.	Planning and Development Transit	2003-2005	Focus groups; public forums; public hearings
Strategy 2. Require the provision of transit shelters in new commercial, office, mixed use, and industrial developments that are of sufficient size to attract transit ridership including larger residential development containing a minimum density of 8 units per acre.	Planning and Development Transit	2004	Focus groups; public forums; public hearings
Goal IV. The City should revise its development standards for primary corridors to ensure that the corridors are developed in an urban manner.	Planning and Development	2003-2005	Focus groups; public forums; design charettes; public hearings
Strategy 1. Development standards should be prepared for the primary corridors that address the need to increase density along the corridors. The standards should provide incentives for mixed-use development that incorporates residential uses.	Planning and Development	2003-2005	Focus groups; public forums; design charettes; public hearings
Strategy 2. Minimum setbacks (or "build-to" lines) should be required, with buildings permitted to front on the street.	Planning and Development	2003-2005	Focus groups; public forums; design charettes; public hearings

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 3. Prepare design guidelines for corridor development. Guidelines should promote an urban style (multi-story, pedestrian oriented) of architecture along the corridors.	Planning and Development	2003-2005	Focus groups; public forums; design charettes; public hearings
Strategy 4. Look for opportunities to create "transition points" where land use character changes (e.g., a roundabout or entry marker where a commercial area stops and a neighborhood begins, a land use node that demarks the transition from one neighborhood to another).	Planning and Development	2003-2005	Focus groups; public forums; design charettes; public hearings
Goal V. The City should encourage the construction of affordable housing throughout the community.	Planning and Development	Ongoing	Various
Strategy 1. The City should provide administrative density bonuses for affordable housing in all zoning districts subject to design standards that ensure compatibility with the neighborhood.	Planning and Development	2003	Focus groups; public forums; public hearings
Strategy 2. The City should provide incentives for the inclusion of affordable housing in mixed use developments along corridors.	Planning and Development	2003-2004	Focus groups; public forums; public hearings
Strategy 3. The City should pursue legislation authorizing local development standards to require the inclusion of affordable housing in larger residential development. Density bonuses should be provided as a trade off for the inclusion of affordable housing.	Planning and Development Legal	Annually (as needed)	Formal request to legislative delegation; lobbying
Strategy 4. The City should revise its standards to provide for administrative approval of density bonuses for affordable housing.	Planning and Development	2003	Focus groups; public forums; public hearings

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Goal VI. Where appropriate, the City should pursue statutory authority for a greater variety and range of development tools in order to actively promote development and redevelopment within the City and its ETJ.	Planning and Development	Annually (as needed)	Formal request to legislative delegation; lobbying
Strategy 1. The City should support project development financing and if approved by referendum selectively implement this development tool in neighborhoods like West-End Clingman (WECAN) where significant public investment is necessary to correct deficiencies in public infrastructure pursuant to a redevelopment plan.	Planning and Development	Annually (as needed)	Formal request to legislative delegation; lobbying
Strategy 2. The City should pursue statutory authority for transfer of development rights in order to provide an opportunity to protect environmentally sensitive areas, scenic lands and farmland through a market-based regulatory incentive program.	Planning and Development	Annually (as needed)	Formal request to legislative delegation; lobbying
Strategy 3. The City should further investigate the benefits of land value taxation, and, if deemed appropriate for our local situation, pursue statutory authority for the application of a land value taxation system for properties within the City.	Planning and Development	Annually (as needed)	Formal request to legislative delegation; lobbying
Strategy 4. The City should pursue statutory authority for mandatory design review for areas other than local historic districts in order to promote a Smart Growth development pattern by overcoming land use compatibility objections.	Planning and Development	Annually (as needed)	Formal request to legislative delegation; lobbying

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Goal VII. The City of Asheville should assure that it continues to serve as the regional commercial center for western North Carolina by providing opportunities for the location of large commercial uses within the City.	Planning and Development	Ongoing	Various
Strategy 1. The City should identify appropriate areas for the location of large commercial uses. These areas should be adequately served by public services, particularly transportation and public transit, be easy to access from the interstate highway system, and have vacant areas or areas with potential for redevelopment as regional shopping venues. Compatibility with existing and proposed infrastructure and potential impacts on neighborhood and natural resources should be additional factors in determining the locations appropriate for these uses.	Planning and Development	2002-2005	Focus groups; public forums; public hearings
Strategy 2. The City should refine its development guidelines for large retail uses to ensure that the site and building design for these uses are reflective of the natural and architectural heritage of Asheville.	Planning and Development	2003-2005	Administrative
Goal VIII. The City should enhance its role as western North Carolina's regional medical and education center.	Planning and Development	Ongoing	Various
Strategy 1. The City should work with Mission-St. Joseph's Health System in the implementation of the Health System's Master Facilities Strategic Plan.	Planning and Development	Ongoing	Various
Strategy 2. The City should continue to work with Mission-St. Joseph's Health System and other area property owners in the development and implementation of a streetscape plan for Biltmore Avenue from I-40 to Downtown.	Planning and Development	Ongoing	Various

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 2. The City should continue to work with Mission-St. Joseph's Health System and other area property owners in the development and implementation of a streetscape plan for Biltmore Avenue from I-40 to Downtown.	Planning and Development	Ongoing	Various
Strategy 3. Working with Mission-St. Joseph's Health System and other property owners in the area, the City should prepare a small area plan for the area around and including the Health Center to address the need for the location of medical and medical-related land uses in this area. Development of these uses should respect the surrounding residential neighborhoods.	Planning and Development	Ongoing	Various
Strategy 4. The City should coordinate with the University of North Carolina-Asheville in the implementation of the UNCA Campus Master Plan.	Planning and Development	Ongoing	Various
Strategy 5. Working with UNCA and the surrounding residential neighborhoods, the City should develop plans and policies to address the needs of the campus and of the surrounding neighborhoods.	Planning and Development	Ongoing	Various
Strategy 6. The City should work with Asheville-Buncombe Technical Community College (AB Tech) to address the needs of the college as it expands.	Planning and Development	Ongoing	Various
Strategy 7. Provision of improved access to AB Tech should be considered during the development of the Riverside Parkway.	Planning and Development	2003-2004	RiverLink Master Plan process

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Goal IX. The City should ensure that the environmental quality and natural beauty of the area is protected as tracts of undeveloped land are subdivided and/or developed by providing alternative templates for that development.	Planning and Development	Ongoing	Various
Strategy 1. Incorporate conservation/open space design standards into the City's subdivision regulations. This alternative design template should be available to all subdivisions and required for those above a certain size and/or proposing development of sensitive lands (steep slopes, unique natural features, wetlands and flood plains, etc.).	Planning and Development	2003-2004	Focus groups; public hearings
Strategy 2. The City should identify sensitive areas and steep slopes that should be treated with caution during development and prepare additional regulations that promote their protection while reasonably respecting private property rights; such regulations may include transfer of development rights.	Planning and Development	2003-2004	Focus groups; public hearings
Strategy 3. The City should revise its standards to permit clustering of buildings in residential developments in order to avoid steep areas, ridgetops, wetlands, and other sensitive areas.	Planning and Development	2003	Focus groups; public hearings

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 4. Revise the City's open space standards to require the incorporation of more well-defined open space into the City's land use pattern. Provide an option for the payment of a fee-in-lieu-of providing open space in developments.	Planning and Development	2003-2004	Focus groups; public hearings
Strategy 5. The City's open space standards should require the connection of open space areas where feasible and logical.	Planning and Development	Ongoing	Administrative
Strategy 6. The City should develop a resource conservation zone that provides incentives for the protection/preservation of important natural resources during the development process.	Planning and Development	2003-2004	Focus groups; public hearings
Strategy 7. The City should develop an "estate" zoning classification requiring very large lots to apply to selected areas when such a development pattern is already a part of the neighborhood or to protect critical environmental or open space areas.	Planning and Development	2003-2004	Focus groups; public forums; public hearings
Goal X. The City should assure that as land is developed or redeveloped, provision is made for access by various means of transportation.	Planning and Development Transit Engineering	Ongoing	Various
Strategy 1. The City should revise its subdivision regulations to require pedestrian and, where feasible, vehicular connections within the subdivision and between the subdivision and adjacent property.	Engineering Planning and Development	2004	Focus groups; public hearings

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 2. When development is proposed along an existing or future transit route, the City should require the construction of a transit stop or shelter as part of the development.	Planning and Development Engineering Transit	2003-2004	Focus groups; public hearings
Strategy 3. The City should continue to require sidewalks or other pedestrian walkways in all new development.	Engineering	Ongoing	Administrative
Goal XI. The City should work with property owners, institutions, and public and private agencies to enhance the streetscape along streets and roads in the City.	Planning and Development Public Works	Ongoing	Various
<p>Strategy 1. The City should prepare streetscape design plans to serve as a guide for development and treatment of the City's streetscapes. Plans should be done for the City's strategic areas, such as Downtown, the river district, historic districts, and urban and neighborhood corridors. The streetscape plans should work to beautify these areas, reduce the environmental impacts of development, encourage pedestrian activity, and uniquely identify these areas. The streetscape design plan should provide for the following:</p> <ul style="list-style-type: none"> * An inventory of street trees. * A schedule and policy for replacement of street trees. * Streetscape design templates for different areas/categories of streets. * Appropriate setbacks and building heights for different areas/categories of streets. 	Planning and Development Public Works Engineering Parks and Recreation	2004-2006	Focus groups; design charettes; public forums

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
<p>Strategy 2. The City should reevaluate how the public right-of-way is used. As part of this reevaluation, the following should be considered:</p> <ul style="list-style-type: none"> * Revision of the City's engineering standards to require street trees between the street and the sidewalk. * Permitting on-street parking on most streets. * Eliminating private use of the public right-of-way unless approved through a process that evaluates the public costs and benefits of such use. 	<p>Engineering Public Works</p>	2003-2004	Focus groups; public forums
Strategy 3. Preserve and reuse historic materials in public works projects.	Public Works	Ongoing	Administrative
Strategy 4. As new development is proposed, encourage/provide incentives for developers to incorporate streetscape terminating vistas (public art, buildings) as part of their developments.	<p>Planning and Development Parks and Recreation</p>	Ongoing	Administrative
Strategy 5. The City should work with businesses, residents, and community organizations to develop a sense of community pride and support of efforts to control litter.	Public Works	Ongoing	Administrative; public forums
Strategy 6. The City should work with NCDOT to identify gateway areas and develop a streetscape/landscape plan, including signage, for each gateway that emphasizes each area as an important entrance to the City.	<p>Planning and Development Engineering</p>	2003-2006	Focus groups; design charettes
Strategy 7. The City should work with local artists and community organizations to incorporate public art throughout the City of Asheville.	Parks and Recreation	Ongoing	Administrative; public forums

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 8. The City should work with utility companies to bury overhead utility lines as funding becomes available.	Public Works	Ongoing	Administrative
Strategy 9. The Planning and Development staff should continue to work with the City's Urban Forester on better selection, placement, and care of street trees.	Planning and Development Public Works	Ongoing	Administrative
Strategy 10. The City should develop an ordinance requiring tree pruning to be done according to accepted professional standards and practices.	Public Works Planning and Development	2004	Focus groups; public hearings
Goal XII. The City should assure that new development and redevelopment is of high quality, complementing and adding to the character of the City of Asheville.	Planning and Development Engineering	Ongoing	Various
Strategy 1. Revise standards to require connectivity between parcels and development projects. Connectivity should include vehicular connections, frontage or service roads, alleys, and/or pedestrian connections.	Engineering Planning and Development	2003-2005	Focus groups; public hearings
Strategy 2. Establish standards for building orientation through the development of building templates that address build-to lines and site relationships.	Planning and Development	2003-2005	Focus groups; public hearings
Strategy 3. Develop design templates for structures that promote contextual design.	Planning and Development	2003-2005	Focus groups; public hearings
Strategy 4. Through revision of development standards, the City should eliminate the opportunity for suburban development in urban settings.	Planning and Development	Ongoing	Various

LAND USE AND TRANSPORTATION			
GOAL/STRATEGY	LEAD PARTY/PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
Strategy 5. The City should identify areas for development focus, identifying and establishing standards for the type of development appropriate for the areas.	Planning and Development	Ongoing	Various
Strategy 6. The City should develop design standards for multi-family structures and non-residential uses in single family areas.	Planning and Development	2003-2004	Focus groups; public forums; design charette; public hearings
Strategy 7. The City should develop plans, programs, regulations and incentives for upgrading developed sites to meet new development standards.	Planning and Development	2003-2005	Focus groups; public forums; design charette; public hearings
Goal XIII. The City of Asheville should initiate discussions about the future land use pattern outside the City's jurisdiction with the appropriate local governments and independent authorities in order to promote and implement Smart Growth development concepts in this area.	Planning and Development	Ongoing	Various
Transportation			
Goal I. The design of streets and highways should be consistent with the economic goals of the City of Asheville and should be compatible with the physical character of the community.	Engineering Planning and Development Public Works Legal	Ongoing	Various
Strategy 1. Implement the road design concepts, as described elsewhere in this plan, for all new corridors and for any significant remedial expansions and improvements to existing corridors.	Engineering	Ongoing	Various